TEAMWORK

April 2010

Cutting to the Chase

TEAMWORK

for the purpose of this module appl

T&E, Requirements Generation, and Acquisition Workforces

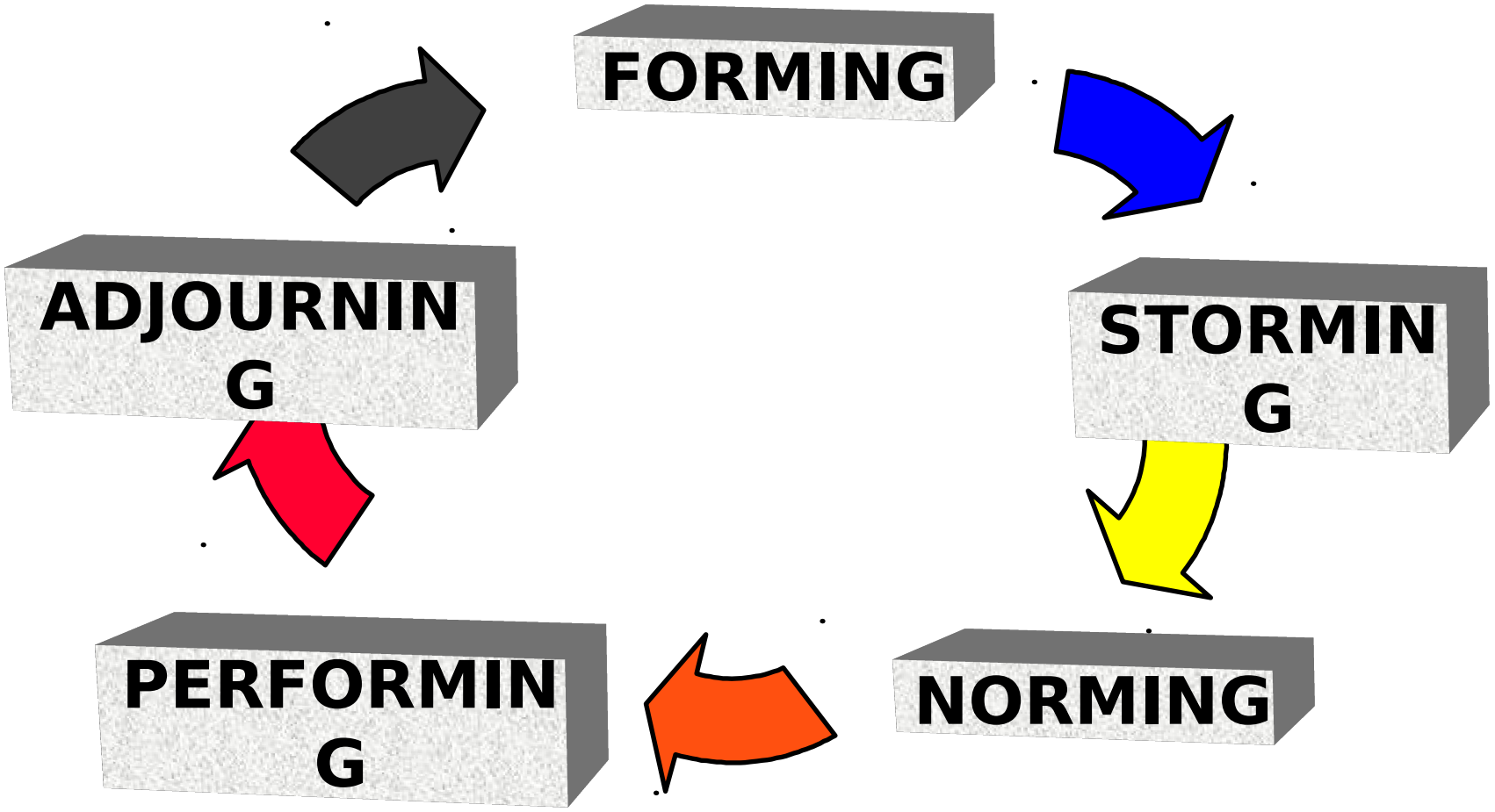
What is a Team?

"A group of people in a collaborative relationship working toward a mutual goal – a goal that dominates all other individual and sub-group goals -- a goal for a a which every team member is mutually accountable."

Thoughts on Teams

- **All team members are <u>not</u> created equal in term experience, motivation, workload, etc.**
- **No two teams are completely alike.**
- **There is no checklist to follow to achieve effecti performance.**
- **Teams involve work processes and interpersonal <u>cannot</u> focus on one to the exclusion of the o**

Team Development Stages



FORMING

[Orientation]

- **Information exchange**
- **ID commonalities**
- **Task exploration**

STORMING

[Conflict]

- Disagreement over procedure
- Expression of dissatisfaction
- Emotional responses
- Resistance

NORMING

[Cohesion]

- **Growth of cohesiveness**
- **Standards established**
- **Roles established**

PERFORMING

[Performance]

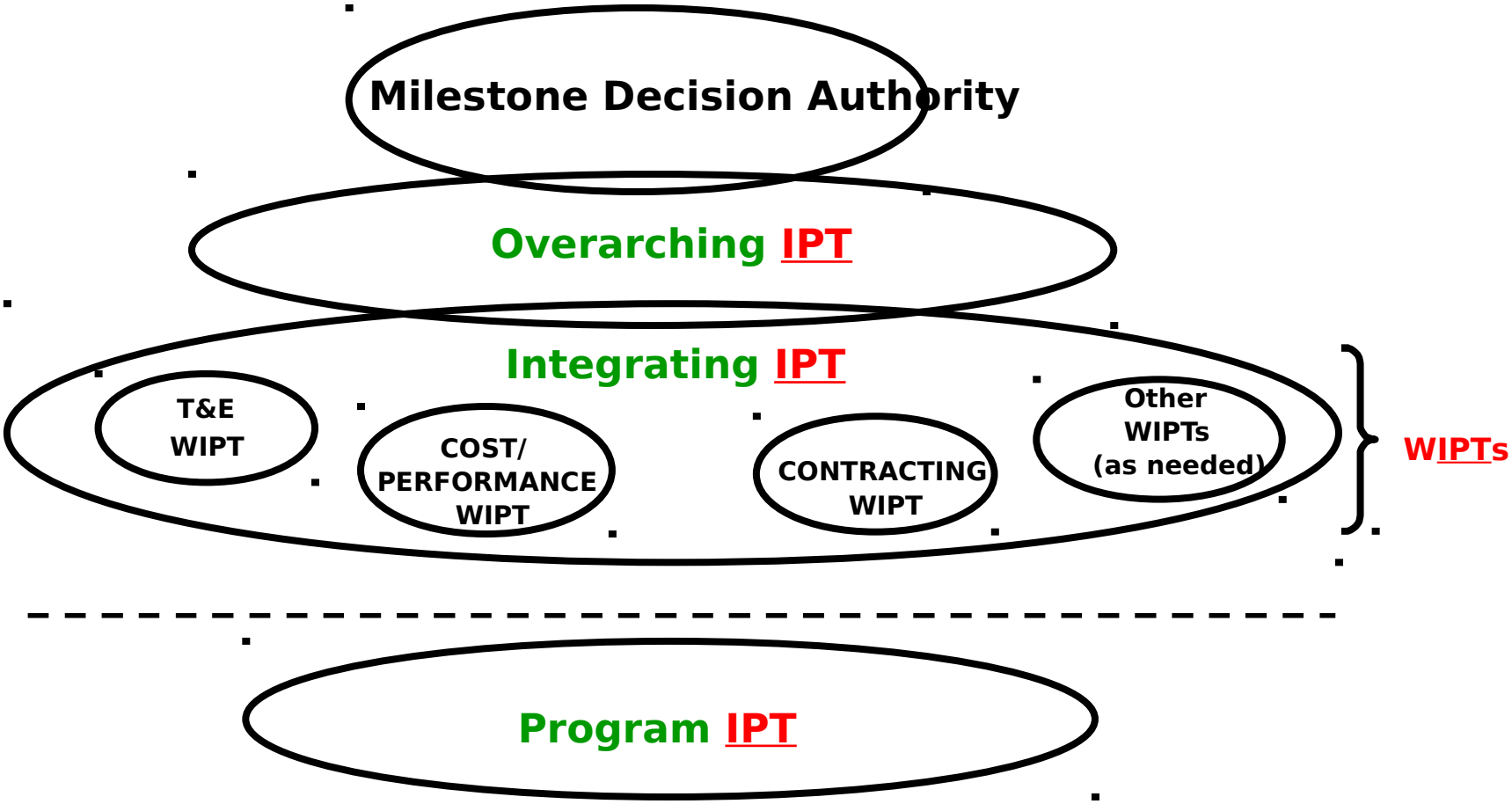
- **Goal achievement**
- **Highly focused on task(s)**
- **Emphasis on performance & production**

ADJOURNING

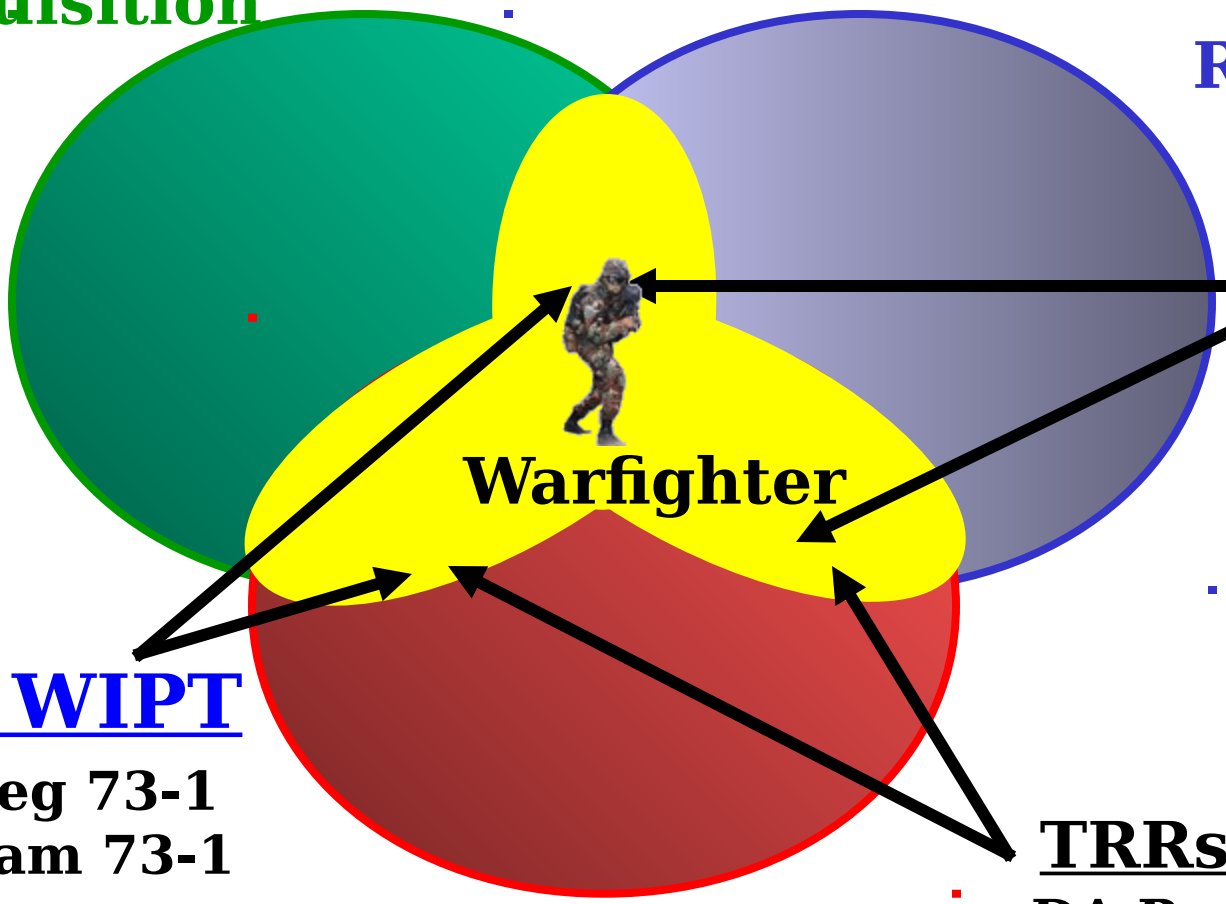
[Dissolution]

- **Completion of tasks**
- **Termination of roles**

A 'Vehicle' for TEAMWORK



Another View



ICT

AR 71-9
TRADOC
Pam 71-20

T&E WIPT

AR Reg 73-1
DA Pam 73-1

TRRs

DA Pam 73-1

DODD 5000.1 Teamwork Excerpts

1. **MDAs and PMs shall encourage teamwork. (4.3.**

2. **DoD, capabilities needs, and .... shall maintain c and effective communications with each other u Integrated Product Teams (IPTs). (E1.2)**

3. **Teaming shall begin during capability needs def**

4. **IPTs shall facilitate the management and exchan program information. (E1.20)**

( ) = Paragraph in DOD 5000.1 (http://akss.dau.mil/darc/darc.html)

DODI 5000.2 Teamwork Excerpts

1. **Approaches to achieve evolutionary acquisition require collaboration between the user, tester, and developer. (3.3**

2. **PM, in concert with the user and test communities, shall c DT&E, OT&E, LFT&E, family-of-systems interoperability te information assurance testing, and M&S activities, into an continuum, closely integrated with requirements definition design and development. (E5.1.1)**

3. **T&E strategy shall provide information about risk and risk provide empirical data to validate M&S, evaluate technical and system maturity, and determine whether systems are effective, suitable, and survivable against the threat detail System Threat Assessment. (E5.1.1)**

( ) = Paragraph in DODI 5000.2

(http://akss.dau.mil/darc/darc.html)

TEAMWORK References

Per DODI 5000.2, OSD 'Rules of the I
AR 70-1, AR 71-9, & AR 73-1:

- **Integrated Concept Team (ICT)**
- **Integrated Product Teams (IPT)**
- **T&E Working-level Integrated Product Teams (T&E WIPT)**

TEAMWORK 'Commonality with ICTs, IPTs, and T&E WI

- Roles are defined
- Work is done interdependently
- Functional area skills represent
- Trust is built
- Close coordination is ensured

TEAMWORK 'Commonality with ICTs, IPTs, and T&E WI

- Collaborative effort between user, T&E, and developer
- Communication is continuous & effective
- Requirements definition, system design, & development are closely integrated
- Management & exchange of program information is facilitated

TEAMWORK Do's and Don't'

DO

Allow issues to be resolved properly and promptly

Come prepared/Be on time/Make a contribution

Be empowered to represent your organization

Express open and honest opinions

Encourage participation

TEAMWORK Do's and Don't'

DON'T

Prematurely judge an idea/thought/concept/proposal

Keep members from stating their position/opinion

Discourage reasoned disagreement

Withhold information

WHINE!

TEAMWORK
Best Acquisition and T&E Managers

- **Are Leaders Too!** **1 of 2**
- **Treat trust, loyalty, and respect as a 'two-way' street**
- **Employ strong decision making processes**
- **Hold people responsible and accountable** 1/
- **Praise in public; admonish in private**
- **Believe leadership is action - not a title nor rank**
- **Have a long-term and big-picture 'macro' perspective**

1/ Necessitates organizational responsibility and accountability as well

TEAMWORK

Best Acquisition and T&E Managers

- Are both systematic and innovative thinkers
- Find/empower the best people for their IPTs &
- Are selective in their involvement in program/fu
- Focus on external stakeholders and the users
- Thrive on relationships and influence
- Proactively gather information and insist on res
- Are strongly committed to a clear mission and v

Lessons from Project Leaders

- Foster flexible systems and behaviors
- Legitimize judgment-based decisions
- Create and maintain a focus
- Challenge the status quo
- Take measured risks
- Involve the customer
- Adopt a will to win
- Develop teamwork
- Build trust

Acknowledgement & Feedback

This module is a part of the T&E Managers Committee (TEMAC) T&E Refresher Course.

Request your feedback. Please contact -

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